

COOK COUNTY HEALTH

Human Resources Committee

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Chief Human Resources Officer

December 13, 2018



**COOK COUNTY HEALTH
& HOSPITALS SYSTEM**
CCHHS

Human Resources

Strategic Plan Focus Areas



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Impact 2020 – CCH HR Strategies

Focus Area 1: Deliver High Quality Care

Principals Impacted:



Improve Health Equity



Provide High Quality, Safe Care



Develop the Workforce

Objective

1.5 - CCH will work to ensure that patients receive Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable and respectful care, provided in a manner compatible with cultural health beliefs and practices and preferred language.

Highlighted Tactic	Measurements/Milestones	Goal	Status
1.5 Develop cultural competency of workforce	Conduct annual employee training.	1 st QTR 2017 to 1 st QTR 2018	1 st QTR 2018 to <i>3rd QTR 2019</i> Adjusted Goal



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Impact 2020 – CCH HR Strategies

1.5 (d) Develop cultural competency of workforce

Task Description	Task Status
Develop curriculum for CCH on Cultural Competency.	Completed
Develop Annual Education for the Learning Management System: -Equity in Healthcare -Sexual Harassment -Unconscious Bias -Workplace Violence	Completed
Train employees on cultural competency -Senior Leadership training 1 st Qtr. 2018 -Employees training 2 nd Qtr. 2019	2 nd Qtr. 2019



Final Deliverable:
Curriculum for employee orientation and LMS



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Impact 2020 – CCH HR Strategies

1.5 (d) Develop cultural competency of workforce

Task Description	Task Status
Review tracking of bi-lingual hires: -Create a unique identifier job code for job descriptions which require bi-lingual employees:	Completed

- In 2018, CCH has hired fifteen (15) bilingual clinical staff team members across the following titles:
 - Bilingual Patient Care Navigator
 - Clerk V – Bilingual
 - Medical Assistant – Bilingual
- There are approximately ten (10) positions in process:
 - Administrative Assistant III – Bilingual
 - Bilingual Patient Care Navigator
 - Clinical Nurse I – Bilingual
 - Medical Assistant – Bilingual
- Approximately thirty (30) additional titles are under review to establish new job codes.



Impact 2020 – CCH HR Strategies

Focus Area 3: Foster Fiscal Stewardship

Principals Impacted:



Maximize Financial Sustainability and Demonstrate Value

Objective

3.3 - Demonstrate fiscal responsibility with limited resources by controlling costs and maximizing efficiency.

Highlighted Tactic	Measurements/Milestones	Goal	Status
3.3 (b) Leverage other information technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation.	-Implement ERP – Human Resources	1 st QTR 2018 to 4 th QTR 2018	2 nd QTR 2018 to 4 th QTR 2018 Adjusted Goal ¹

¹The original implementation timeline of the Performance Evaluation module was delayed to coincide with the ERP implementation



Impact 2020 – CCH HR Strategies

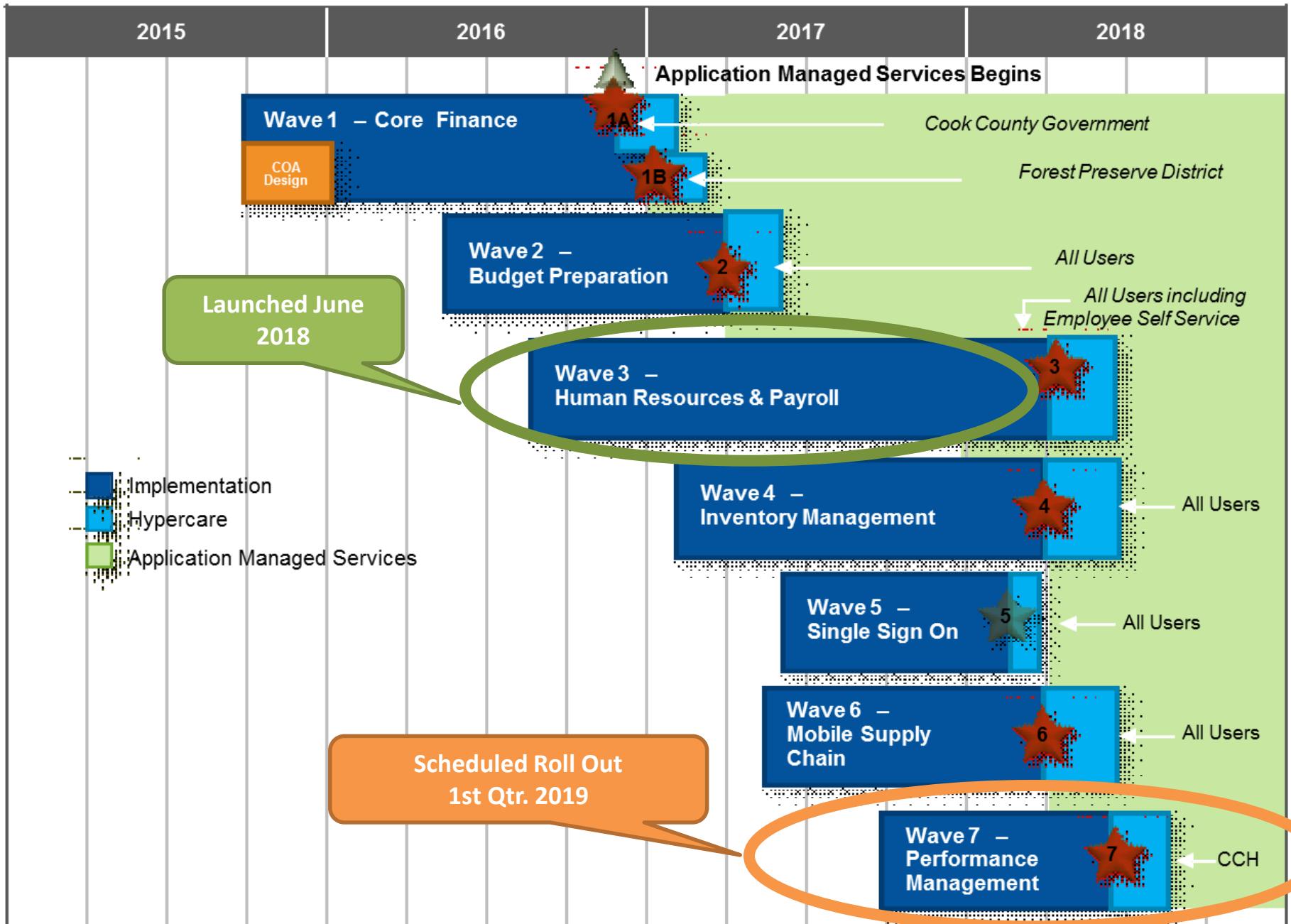
3.3 (b) Leverage other information technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation.

- Learning Management System (LMS)

Task Description	Task Status
<p>The following departments now use the LMS as a one stop depository for registering, tracking training completion and evaluating training opportunities:</p> <p>-Cook County Department of Public Health -Corporate Compliance & Privacy -Employment Plan Office -CFO's Departments -General Counsel -Human Resources -Nursing Education</p> <p>-Life Safety -Medical Education -Patient Experience (Quality) -Patient Safety (Quality) -Physician Leaders -Public Safety & Security</p>	On going

- For an example, Public Safety & Security is offering “Active Shooter Training” in the LMS for purposes of tracking attendance.





Impact 2020 – CCH HR Strategies

Focus Area 4: Invest in Resources

Principals Impacted:



Provide High Quality, Safe Care



Develop the Workforce

Objective

4.2 – Recruit, hire and retain the best employees, who are committed to the CCH mission

Highlighted Tactic	Measurements/Milestones	Goal	Status
4.2 (d) Perform annual performance evaluations.	Implement online annual performance evaluations.	FY 2018	2 nd QTR 2018 Goal



Impact 2020 – CCH HR Strategies

4.2 (d) Perform annual performance evaluations.

- Implement online annual performance evaluations.

Task Description	Task Status
Identify required components of a standardized annual performance evaluation: -Global Management Workbook -Profile Management Workbook	Completed
Performance Management Configuration: April 2018 thru August 2018 -Conducted a demonstration using CCH requirements to leadership.	Completed
Go-Live Soft Launch: -Pilot to Pharmacy Division: September 2018 -Training 500+ Leaders throughout Cook County Health -Revise Performance Management Policy	1 st Qtr. 2019
Full System Launch Organization Wide: -Provide instructions to users on the online automated performance evaluations -Train workforce	4 th Qtr. 2018 thru 1 st Qtr. 2019



Final Deliverable:
On-line Performance Evaluations



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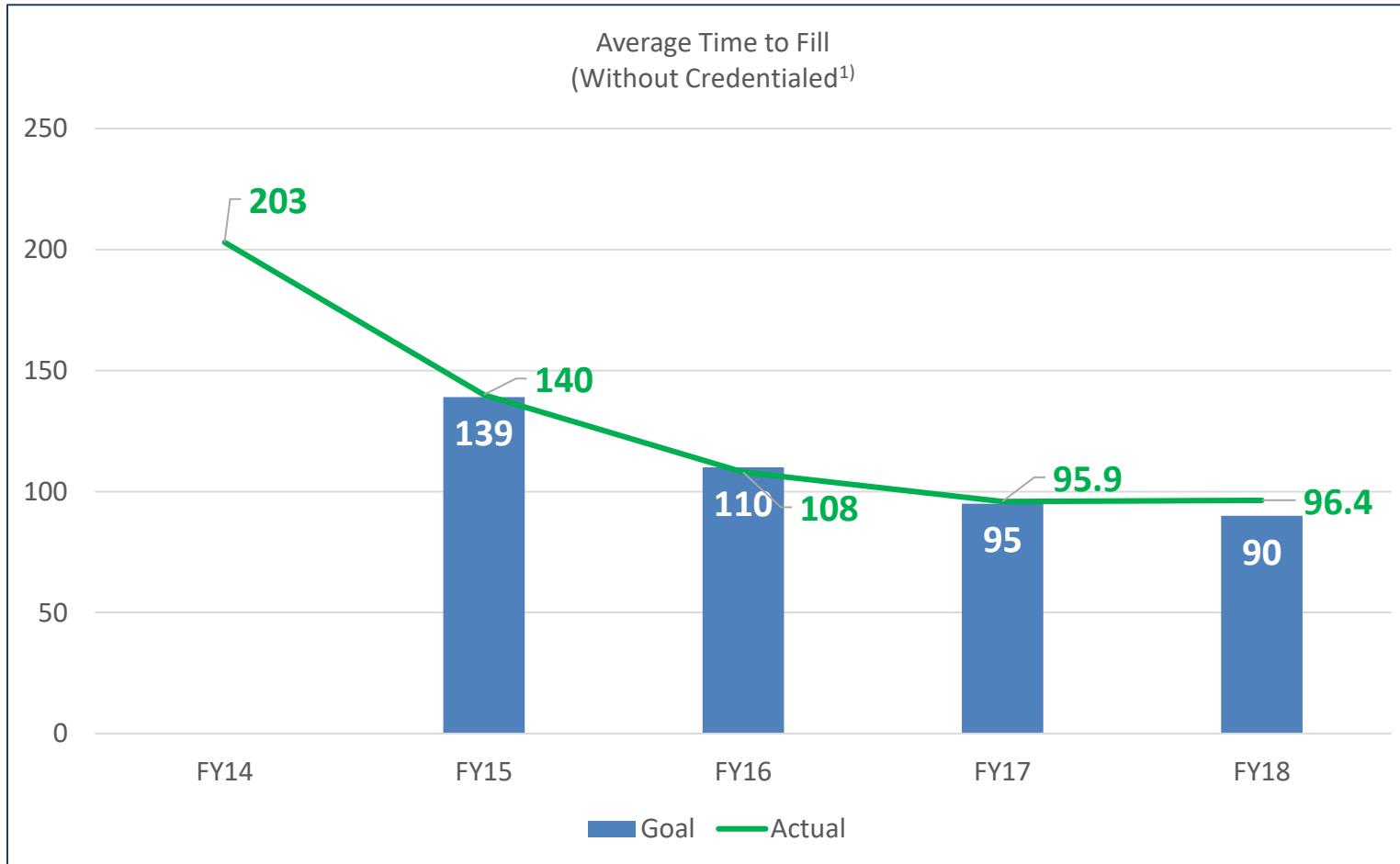
METRICS



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Impact 2020 – CCH 2018 HR Strategies*

Improve/Reduce Average Time to Hire*

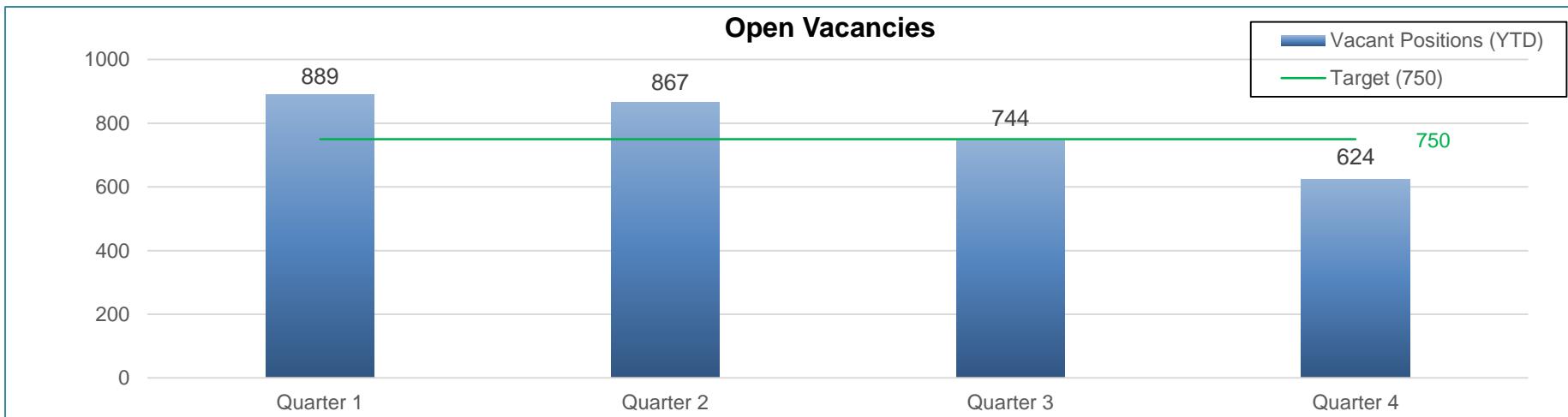


¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

CCH HR Activity Report - Open Vacancies

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
Vacancy Number:	836	899	901	889	896	877	867	879	794	744	713	686	624
Add Separations:	91	32	30	42	29	27	38	21	30	29	16	29	414
Less External Vacancies	28	30	42	35	48	37	26	41	37	46	43	87	500
Filled/Selection:													
Less Deleted:	0	0	0	0	0	0	0	65	43	14	0	4	126
FY18 TOTAL:	899	901	889	896	877	867	879	794	744	713	686	624	86
													Net New



FY17: Thru 11/30/2017 Separations (445) & External Hires (535) = 90 Net New

FY18: Thru 11/30/2018 Separations (414) & External Hires (500) = 86 Net New

*Budget Changes: 126 FY18 positions were deleted.



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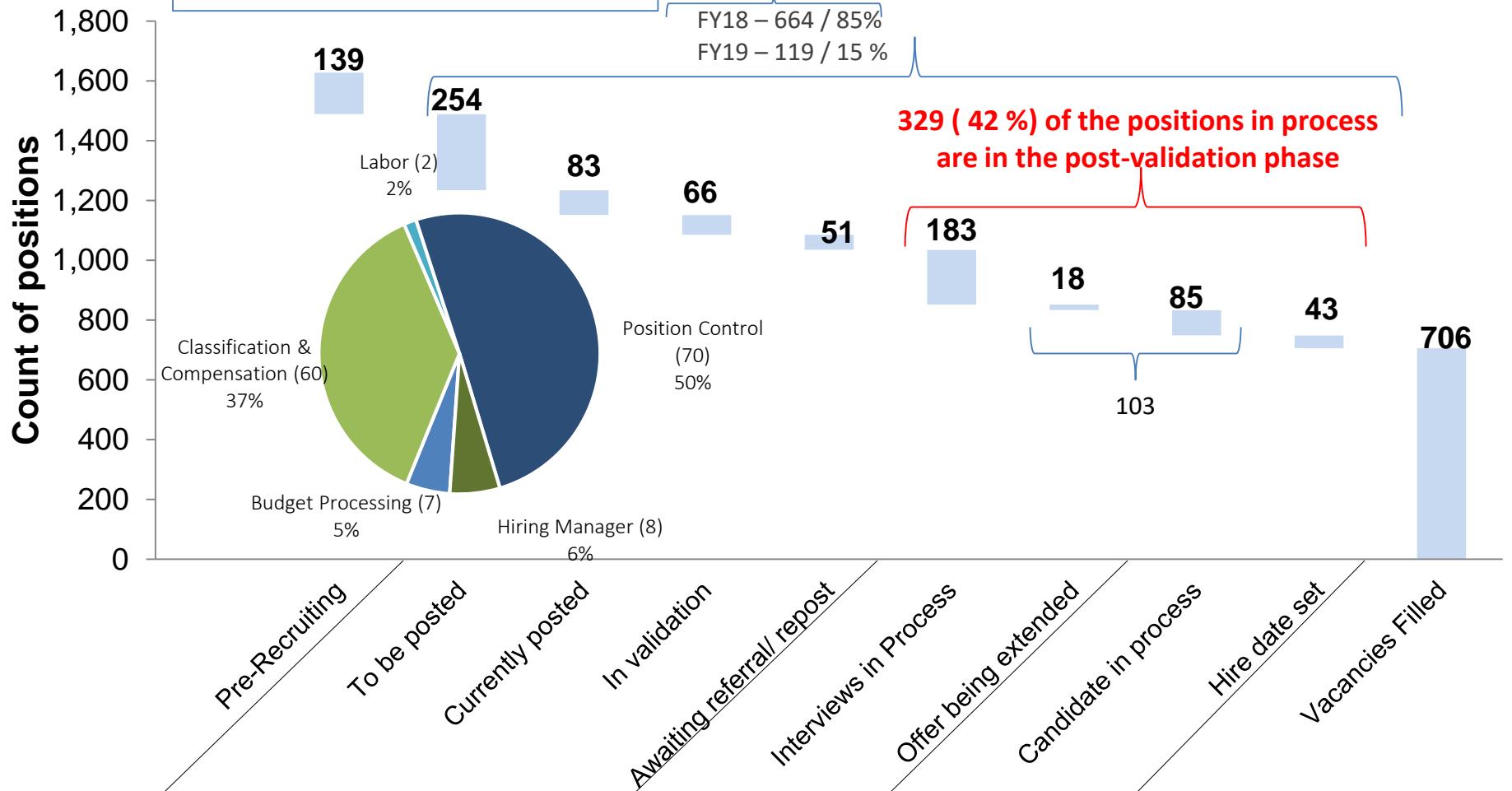
CCH HR Activity Report – Hiring Snapshot

Thru 11/30/ 2018

Clinical Positions – 518 / 66%
Non-Clinical Positions – 265 / 34%

783 Positions in process

FY18 – 664 / 85%
FY19 – 119 / 15 %



Shared
Responsibility

Human
Resources

Management

Human
Resources

Management
Human Resources